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An Accountant at Sea and Other Places

(Fourth Instalment)

By LT.-COL. ROBERT H. MONTCOMERY.

A Visit to the Devastated Regions

Anyone going abroad should visit the devastated regions of France or Belgium even though there is a strong desire to forego or postpone the trip. Certainly there is no pleasure in it; even the hard boiled, curious sightseer will have a new emotion, or if he does not he will know that his soul is dead.

formerly believed to be a soul, I know of no better test than a trip through northern France.

Perhaps from the beginning of time the most sacred emotions known to mankind are those connected with the graves of martyrs or soldiers who died for honor or duty or conscience. The



IN THE RUINS OF VERDUN

There are some sightseers who were born without souls and one sees traces of them everywhere. No place is too sacred, no spot too hallowed by heroic actions to be spared the presence or the devastating hand of the souvenir seeking traveler. But if one has a soul or wishes to try an experiment to see if there is anything left of what was

soldier who dies that his country may live will never be forgotten so long as the living retain a spark of humanity. It is possible to honor and laud the brave dead in our homes and churches and public places, but in those places it is not possible to experience the emotions which envelop the visitor to the battlefields.

Poets and writers can describe scenes of desolation, but no description has pictured the devastated regions as they are, and the most vivid description hardly helps us to visualize the horrors of war.

The soldiers who escaped are gone, but those who died and are buried in scores of cemeteries scattered among the battlefields are mute witnesses of the awful tragedy which ended over two years ago. The visitor to the devastated regions therefore finds that the voices of the dead are more elo-

Verdun and that requires three days by motor. Of course, one can spend weeks in France and Belgium, but I am referring now to the minimum time required to see samples of utter destruction.

When speaking of destruction we can include no more than the wiping out of every vestige of life and property. Civilization itself includes nothing more except the souls of those who were wiped out, and we know that the enslavement of many who lived in towns which are now so utterly gone



quent than the living, their simple graves are more splendid than the monuments we have erected at home, and the silent ruins of thousands of homes are more tangible evidences of the visit of a nation without a soul than any written description of the Hun.

I was warned that it would be an emotional and not a pleasant trip, but I felt that if I did not go I would be a coward, so I arranged for a three-day trip from Paris. It is possible to see all that it is necessary to see in two days, but I particularly wished to see

that not one stone marks the place, was at least an attempt to destroy their souls. And it is possible to see all of this to-day within a day's journey from Paris.

I wisely decided to take the closed car and chauffeur I had used in and around Paris. It rained several times and my chauffeur spoke English so that any change in my plans might have made the trip a difficult one.

I went first to Chateau-Thierry, three or four hours from Paris, and before reaching it passed through the villages which marked the nearest

point to which the Germans penetrated.

Until Chateau-Thierry was reached there were few evidences of the enemy. Naturally, the advance parties and outposts were too temporary to destroy much property and there was no digging-in.

On the way to Soissons and about 30 miles from Paris in an air line, we went off on a back road and in a bit of woods near Brécý found the platform of "Big Bertha," the gun which fired on Paris. The platform is a most substantial affair of steel and concrete and has a standard gauge railroad running up to and across and beyond it. I picked up a loose bolt which was lying near but the next lightest loose piece weighed about a ton. I am told that the entire base and platform are to be moved to Paris, as the present site is so far out of the way as to make it hard to visit.

I then went to Soissons which is still in ruins to a great extent, although some rebuilding is going on.

Chateau-Thierry is almost east from Paris (a little northeast) about 35 miles and Soissons is almost directly north of Chateau-Thierry about 15 miles. Therefore, Soissons is less than 50 miles northeast of Paris. When one looks at the ruins of Soissons and Chateau-Thierry and all the villages in the war zone and considers the power which reached and destroyed those towns, the wonder is that Paris was saved. The country roads between and beyond the places mentioned are almost as good as before the war and there is little in the country to remind one that there was a war. The problem of reconstruction there is a town, not a country, problem. It is not until the trench country is reached that the problem of rebuilding both country and town becomes acute.

Aside from the overpowering sadness of it all, there is little to make one linger. One house destroyed is pretty much like another and you see

little more when you examine a hundred than when you examine one.

In the late afternoon of the first day, therefore, I drove on to Rheims where I expected to spend the night. Rheims is about 25 miles east (a little southeast) of Soissons. Fismes is about half way.

The roads over which I traveled to Rheims wind through the places in the battle area where the troops of the 1st and 3rd American Army Corps



LAUFFÉE WOOD IN 1917

distinguished themselves in the summer of 1918. Before the war this part of the country was one of the prettiest and most interesting in France. In nearly every village there was an old church, a castle or ruins of archaeological interest.

On the way evidences of real destruction are seen. Trenches and barbed wire entanglements look like permanent parts of the landscape. There are, however, many fields in cultivation. You can see enormous piles of barbed wire, shells, shell castings, rifles, gun limbers, machine guns, and every other kind of war material, except big guns, along the road, where it has been hauled by the farmer. You hear stories of deaths caused by the explosion of shells buried in the ground and as you look at the filled in trenches and the piles of material and the wrecked buildings, you cannot help figuratively and literally taking off

your hat to the French peasants who are working days and nights and Sundays to rehabilitate their beloved land. And we must particularly remember that when we speak of those who work to restore their homesteads we include the women and children, all of whom are working.

When we read of Germany's alleged poverty and inability to pay, one thought of what France did in 1871 and what she is doing now is enough to start the wish that ten thousand ruined French homes and factories might be exchanged for ten thousand untouched German homes and factories. Is it remotely possible that, if the Hun had reached Paris (as he almost did), France would not have been made to pay far more than Germany now professes to be able to pay, even though France would have been in ruins and Germany is physically whole?

I reached Rheims before dark. I walked to the Cathedral which, of course, is the center of interest. England has undertaken to rebuild it, but it cannot be done during our life-time. Nor can the town be rebuilt in a score of years. It is hard to describe a town which is largely in ruins. If you picture any town you know and visualize a million high explosive shells raining upon it, you can, to a small extent, imagine the result. The Cathedral is best described as a shell. You see spires and roofs and walls and it looks like a partially whole building, but when you look closely you find that the spires and roofs and walls are pitiful, insecure ruins. You wonder how they hold together and when you walk inside and realize the utter desolation of it all, you have a feeling of mixed horror and contempt. Horror that such devastation should be wrought by design in the 20th century by a so-called civilized people, and contempt for those who are now contending that Germany should not be held accountable for her terrible deeds.

As I stood in the Rheims Cathedral, I think my feelings were those of a Christian and I, a Protestant, was as profoundly moved as any Roman Catholic could be. To-day the Sinn Feiners, most of them supposed to be Roman Catholics, stand on the same platforms, voice the same sentiments and are heart and soul one with the Huns, who, without military necessity and in defiance of human decency, destroyed Roman Catholic Cathedrals and churches and used or defiled their most sacred equipment.

I remained over night at Rheims in a very poor hotel. The next morning I walked about again, but the ruins are too depressing to spend much time in examining them.

In the Cathedral I picked up a college boy who was "doing" Europe with a suit case. I took him with me for the rest of the trip because he depended on the trains and I was going where he could not have gone. Each day he picked a flower which he pressed and sent home. I think that is what inclined me to take him with me. We then started for Verdun which is about 40 miles east of Rheims.

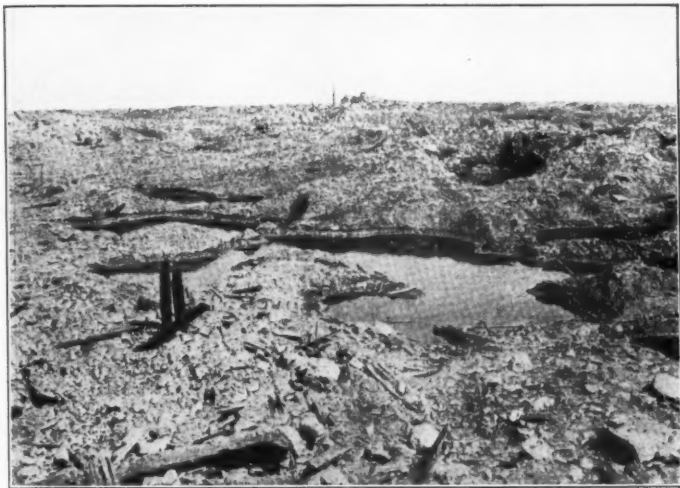
No part of the devastated regions is worse than that between Rheims and Verdun. Nothing can be worse. The trenches and shell holes are just as they were on November 11, 1918, except for the weeds. I crawled into trenches which I think no one else has entered since the armistice. I saw equipment which would have been removed if anyone had been there looking for souvenirs or salvage. I picked up some unexploded hand grenades which I wanted to bring home but Emile, my ex-soldier chauffeur, resolutely refused to carry them. I climbed down into fully equipped telephone exchanges and ammunition pits and for the first time commenced to understand what I had been reading for five years.

We hear of the restoration of the devastated areas and I honor the

French for their statements regarding the progress they have made. But they do not tell the whole truth. They are putting up a bold front because they want the world to believe that they are solvent, so they do not tell us that there is a vast region which cannot be made habitable in a hundred years, if ever. When you see a vast expanse—mile after mile—nothing but trenches and shell holes, as deep as wells, all the earth possible of cultivation as completely gone as if it had never ex-

men and brave deeds ever evoke in understanding hearts and receptive souls. Those who travel to the battlefields for other reasons, who do not expect willingly to stand with uncovered heads at the sight of the numerous resting places of our brave dead and be moved to tears at the thought of what they did, should stay home and save their souls—if they can.

There are those who call themselves travelers, who have visited the sacred places of the dead, who have dese-



WHERE VAUX VILLAGE STOOD

isted, you cannot picture any human agency able to restore enough fertility to make it worth while. I estimated that it would be impossible to make much of an impression for \$1,000 an acre and, as most farmland is not worth that much, I see little hope for the restoration of much of the territory I saw on my way to Verdun.

Those of us who could not fight missed something which no other emotion can replace, but we cannot even estimate what we missed unless we stand on the battlefields and there experience the emotions which brave

crated those places and on whom eternal curses should rest. In the hope that some of those guilty ones will confess or if they boast will be discovered, I will mention one of the instances of what the lust or disease of soul-destroying traveling will do. Near Verdun, where a million men died for liberty and country, is a monument erected by a big-hearted New Yorker whose soul was stirred by the sight of a line of bayonets sticking out of the ground and marking the last resting place of 20 or 30 brave French sol-

(Concluded on page 10)

The Harrisburg Bridge

A Bridge Which Has "Tolled" for a Century

A prominent member of the "Clients Century Club" is the Harrisburg Bridge Company which spanned the Susquehanna River at Market Street, Harrisburg, with a toll bridge in 1816. While the State of Pennsylvania has been for years gradually purchasing the roads operated by private corporations and abolishing tolls, the Harrisburg Bridge still remains a toll bridge. On the 6th July, 1812, a charter was obtained from the Commonwealth of Pennsylvania and on the 8th August, the Harrisburg Bridge Company was organized, "For the purpose of erecting a permanent bridge over the river Susquehanna at or near Harrisburg in the County of Dauphin."

Plans and proposals for the erection of the bridge were received, and after consideration the offer of Mr. Theodore Burr was accepted. The contract was signed on the 23d September, 1812, and specified a covered bridge with three hundred foot spans which was to be completed on or before 1st December, 1815.

Having decided that the most appropriate location was immediately opposite Market Street, Harrisburg, difficulty was encountered in securing the right of way to cross the Island over which it had been planned the bridge should be constructed. In September, 1812, the owner refused to sell the Island or to permit the bridge to be joined thereto. Two months later he reconsidered the matter and offered the use of the Island for certain shares of capital stock of the Company, a proposal which the Company rejected. The owner died shortly after this and the Company obtained from his heirs on 6th July, 1813, permission to cross the Island with the bridge, on condition that the Company grant to the owners and their tenants on the Island the right at all times to pass

and repass with their property between the Island and the Harrisburg shore, free of toll during the continuance of the Company's charter.

Actual work of construction was begun by the laying of the cornerstone on 2nd December, 1812. During the following three years inability of the contractor to secure properly seasoned lumber considerably retarded operations and prevented the completion of the bridge in the specified time.

On 1st April, 1816, the first team, a United States mail stage, crossed the unfinished structure. It was not, however, until 23d October of the same year that the keys of the gate on the Harrisburg side were given to George Pearson, who commenced receiving toll "for man and beast." Although open for traffic, the bridge was not completed until 1820.

The bridge suffered from an unfortunate succession of disasters by fire and flood at various times. On 15th March, 1846, the eastern section was destroyed by flood, and travel was interrupted for seventeen months, until the completion of a new structure. This same portion was destroyed by fire in May, 1866, and partially destroyed again in May, 1893. It took eighteen months to repair the damage from the first fire and six months the second time. The entire bridge, both the eastern and the western sections, the latter called the "Camel Back," were severely damaged by a twenty-three foot flood in March, 1902, and at that time the Company decided to construct a modern steel bridge on the same site. The work on the new bridge was started 17th October, 1902, and the new bridge was opened to the public 27th February, 1904.

The perusal of the minutes of the Company reveals conditions and customs of the day which now seem

strange and brings to one a realization of the changes that have occurred. The toll rates when the bridge was first opened were \$0.18 $\frac{1}{4}$ for man and horse, \$0.32 for a one horse gig, \$1.00 for four to six horse wagons. Commutation tickets for foot passage were sold for \$0.50 per week.

It is interesting to note the fractions of a cent entering into the original rate of toll and to recall that fractions were in general use even in transactions involving large amounts. There were not any substantial changes in rates until 1825, when rates were reduced about one-third.

The toll rates in force at this time are: Foot passengers, \$.01; vehicles with one or two horses, including driver and passengers, \$.05; automobile, including driver and passengers, \$.05. The rate for trucks varies from \$.05 for trucks and load, gross weight up to 7,000 pounds, to \$.30 for trucks and load up to 26,000 pounds.

An interesting sidelight in these days of the "high cost of living" and reminiscences of "the days before the war" is the compensation paid to toll collectors. In 1816 the first toll collector received \$500.00 per annum and the use of the toll house, rent free. This amount became gradually less until after the Civil War, when it began to rise, but it had not again reached the original amount in 1908. The peak of high prices in this case seems to indicate that the dates almost coincide for the Nineteenth and Twentieth Centuries.

The minutes in the early days contain many references to exemptions from toll for school children, members of the legislature, preachers and to the public in general for attendance to Fourth of July celebrations on the Island. A rule made in 1826 closing the bridge at ten p. m. until the following morning, except in the case of emergency or for the United States mails, seems to indicate that the public of that time did not have to move

their clocks ahead to get to bed at an early hour as we do to-day.

In conclusion, one entry in the records of the Company may be mentioned which seems to have a curious significance to our association with its affairs. James Montgomery, an accountant, was engaged to prepare a new set of books for the Company in 1819, and the centuries seem to meet again when reading our report as of 31st December, 1919. We wonder if James could be a progenitor of our Col. R. H. Montgomery and whether the coincidence of the name had anything to do with our selection as accountants for the Company.

MY AUTO 'TIS OF THEE

My auto, 'tis of thee, short road to poverty; of thee I chant. I blew a pile of dough on you three years ago, and now you refuse to go, or won't, or can't. Through town and countryside, you were my joy and pride—a happy day. I loved thy gaudy hue, thy nice white tires new; but now you're down and out in every way. To thee old rattle-box, came many bumps and knocks; for thee I grieve. Badly thy top is torn; frayed are thy seats and worn; the whooping-cough affects thy horn, I do believe. Thy perfume swells on the breeze, while folks all choke and wheeze, as we pass by. I paid for thee a price, 'twould buy a mansion twice; now everybody's yelling "Ice!"—I wonder why? Thy motor has the grip, thy spark-plug has the pip, and woe is thine. I too have suffered chills, ague, and kindred ills, endeavoring to pay bills since thou wert mine. Gone is my bankroll now; no more 'twould choke a cow as once before. Yet if I had to mon, so help me John, I'd buy myself a car and speed some more.—*Walt Mason.*

"Figures won't lie."

"They're not supposed to," said Ananias. "They're simply raw materials in the hands of the expert."—*London Answers.*

Budget Control

Digest of Lecture Given at the Harvard Business School by Professor McKenzie of Northwestern University, Chicago.

Reported by D. P. PERRY

(Boston Office)

A close relation between all departments of a business is necessary. The work of sales department, purchasing department, production department and financial department should be closely co-ordinated and kept proportionate through intelligent control. In many concerns each department reviews the past period and makes its own plans for the future. By this method each department proceeds without reference to the other branches of the business. It is much better than no plan at all, but lacks the important element of co-ordination, which is obtained only when each department submits to the chief executive its plans for the next budget period, which may be more or less than the fiscal period.

In order to exercise budget control it is necessary for each department to estimate its capacity and its needs for the next budget period. Each department head makes his estimate of what he expects to accomplish for the next period and the resources necessary to accomplish it. After each department has estimated its needs the chief executive considers them in relation to each other and makes out the budget for each department. The budget becomes the program for the ensuing period.

The last feature of a budget period plan is the reporting by each department of actual performances during the period. This is important, not only in order to revise the budget currently, but to have a reasonable basis for making a budget for the next period.

In the sales department, for example, first estimates can well be made by those nearest the customers—the

salesmen. If the salesmen are held responsible for the estimate, they are forced to study their prospects for the period and to obtain a comprehensive view of the business situation. The sales manager then reviews the salesmen's estimates, revising them according to his own judgment, and consolidates them in a single sales estimate. The chief executive now takes this sales estimate and considers it in relation to the other departments of the business—financial, production, general policies of the concern. As a result the original sales estimate for each line of product may be revised upward or downward.

For the production department the first consideration will be production capacity studied on the basis of the capacity of each individual machine. The matter of economical runs is often important, as for instance if it is found that a certain article can be most economically manufactured in a lot of 10,000, the budget of the production department would be set at 10,000 for this article even though the sales department estimated that only 5,000 could be disposed of during the budget period.

The financial budget properly comes last in order, for the amount of money needed depends on all other departmental budgets. A careful analysis of the financial needs may be made and a definite program presented to the bankers with a statement of the funds needed each month with the proposed uses of those funds. Such evidence of careful planning must impress a banker with confidence in the concern.

It should be emphasized that the budget is intended to be an intelligent
(Concluded on page 12)

Famine in China

The terrible experience through which millions of people of China are passing at the present time, due to the widespread famine conditions existing there, are reflected in the following paragraphs which are taken from a letter which Mr. Lybrand has recently received from a friend in Shanghai. Mr. George A. Fitch, the writer of the letter, has for a number of years been in charge of the Y. M. C. A. work in that city.

Six degrees below zero—and no steam in the car. I was hardly prepared for such eventualities, but a small aluminum hot water bottle which I kept shifting alternately from my feet to my bosom and which the patient "boy" kept supplied from his little kettle on the charcoals in the next coupé, kept me from freezing altogether solid. Our train was only four hours late, so it was nearly two o'clock in the morning when we finally descended at Paotingfu station on the Peking-Hankow line. Two French fathers met us, one with a rugged face and eagle eye like Angelo's St. Peter, a good six feet three—he had been through the war and received the Croix de Guerre—the other a more jovial soul who spoke a little English. We were packed into two-wheeled, springless carts and jolted two miles over the stone pavements of the sleeping city to the Catholic Mission where hot milk and tea and cakes were waiting for us, also a cordial welcome from the other Fathers. Better still, we were shown into big, lofty sleeping apartments, with stoves burning in each, and for the first time in six days we were able to take off our clothes and get into real beds.

We slept well. But there were many in that city that night who did not sleep. Some slept too well—and never awoke. We were in the Famine Area. Through the window of my cart I had caught a glimpse of a figure, with bare shoulder and bare elbows protruding through his rags, in the

deadly cold, clutching a wee child to his bared bosom, shivering and crying as he went, and hurrying—whither? Was he, and his precious burden, among the frozen dead picked up a few hours later that morning? Eight hundred had already perished in *one small village* nearby from cold and hunger, and Father Montaigne told me he had counted twenty corpses by the roadside on returning to Paotingfu from another village the day before. It was in the country districts that they were suffering worst—dying by the thousand every day. Millet chaff, and the leaves and bark of the trees are poor food, and when you have had nothing but chaff and leaves and bark to eat for many days and Cold comes, you answer his beckoning finger and find that Death is with him. And I had been complaining with a great coat and steamer rug, and woollens within, a hot-water bottle, and a full stomach!

There were five in our party, or rather nine if you include the two secretaries and two servants, and we were on a tour of investigation for the Shanghai Chinese-Foreign Famine Relief Committee. I was the only foreigner. We had already visited three stations in the province of Honan and this was our second stop in western Chihli. At each place we met with the local distribution committees to consider with them their needs and problems. It was fine to see how Protestant and Catholic missionaries and Chinese officials and merchants were co-operating in trying to

meet the situation, but so pitifully pathetic when you realized how far short we were coming of actually meeting it. Twenty millions starving! A hundred million dollars would buy food for all, for twelve or fourteen ounces of kaffir corn a day will maintain life in an adult; six or seven in a child—\$5.00 to feed a man for the five months to harvest and save him from a horrible death by starvation.

But even if the hundred million dollars were available (and of course it will not be) countless thousands must die because they are in a district so far removed from the railways that it is not possible to get the grain to them. The need for railroads and highways in this country! Hundreds of miles will be built by relief labor, and Dr. C. T. Wong is heading a good roads movement under the Pan-Pacific Association which will undoubtedly bear fruit, but many thousands of miles are needed. It is sad to think that it is only international jealousies and greed that has stood in the way of much of China's development in the past few years—"spheres of influence" and huge mining and building concessions which certain powers have seized in China's hour of weakness.

Our three days in the capital were filled with meetings with the local Committee and calls on the American and British Ministers and other officials on important matters in connection with the pending loan of four million dollars for relief work, the transportation of grain, and better basis for co-operation between the north and south. In Tientsin, we were dined by the Provincial Assembly and the Chamber of Commerce, and also visited the huge relief camps where 50,000 refugees are being cared for. Then down through the Province of Shantung, the cradle of Chinese civilization, with a couple of stops to see the work being done, and back to Shanghai. We had traveled about 2,500 miles and been gone two weeks.

A VISIT TO THE DEVASTATED REGIONS

(Continued from page 5)

diers. They were standing in a trench with fixed bayonets awaiting a charge of the enemy when a bursting shell completely filled the trench with earth. The generous American purchased the site and arranged for a monument to serve as a permanent reminder of that brave and heroic end. But when I visited the spot the monument had not been completed. Instead of the 20 or 30 bayonets mutely and eloquently telling their stirring tale there were only 5 or 6. The others had been torn out of the ground and carried off by travelers as souvenirs.

Could anything be more ghastly, more ghoulish, more terrible? No one with a soul, with a single generous thought could have done such a thing, and yet I am told that the much traveled tourist, the professional sightseer, thinks little of desecration.

I feel utterly incapable of describing Verdun itself. There are eleven forts surrounding the town. Between and around the forts a million men were killed in action. At least two villages near the town were so completely wiped out that not even a building stone or a cellar marks their site. Quoting from *Michelin's Guide*:

"As the French President, M. Poincaré, declared, on handing to the Mayor of Verdun the decorations conferred on that city by the Allied nations, it was before the walls of Verdun that 'the supreme hope of Imperial Germany was crushed.' It was at Verdun that Germany sought the 'kolossal' victory which was to enslave the world, and it was there that France quietly but firmly replied, 'No road.' For centuries to come the name of Verdun will continue to ring in the ears of humanity like a shout of victory and a cry of deliverance."

Returning from Verdun I stopped overnight at Bar le duc (I bought a dozen jars of it) and arrived in Paris. It was a wonderful trip but it left late, on the afternoon of the third day, me sad and thoughtful.

(To be continued)

The L. R. B. & M. Journal

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The purpose of this journal is to communicate to every member of the staff and office plans and accomplishments of the firm, to provide a medium for the exchange of suggestions and ideas for improvement; to encourage and maintain a proper spirit of co-operation and interest and to help in the solution of common problems.

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The Business Outlook

The March, 1921 number of the *Old Colony Magazine* contains "A Comprehensive Report of Business Conditions in All Parts of the Country Gathered by Wire from Business Leaders." It was interesting to find among the sixteen messages from business men and financiers, representative of various sections of the country, two from old clients of our firm. Their messages were as follows:

"Business outlook is more encouraging. The crisis appears to have been passed and a more hopeful attitude is apparent. However, in my judgment, further liquidation in some particular lines is essential in order to reach a

reasonable basis of costs upon which to build for the new prosperity. The consumer has not yet received a proper share of reduced prices, and labor is slow to take its fair proportion in the process of liquidation. When these two things are accomplished we will be ready to launch a year of unexampled business achievement."—*E. P. Passmore, President, Bank of North America, Philadelphia, Pa.*

"In response to your telegram asking for my opinion on the business outlook, and inquiring if I share in the feeling that the forward movement will start with the change of administration, will state that I do not, but that it will be very slow in coming. There will be no boom.

"Everything, to-day, is too high—freight, travel and wages. Manufacturers and merchants are not making any money, and in my opinion, there will be little, if any, improvement until we get back somewhere near conditions as they were before the war. Wholesalers are coming down in prices—retailers are not. Labor will not come down under the present high prices."—*C. B. Manville, Founder, H. W. Johns-Manville Company, New York City.*

A very sane message among the group was one from a New England manufacturer (R. P. Borden, President of the Richard Borden Manufacturing Co.) dealing in the following language with the question of what effect the change in the national administration is likely to have on business:

"The situation is already promising. I believe that better courage will come with the beginning of President Harding's administration, but it is too much to expect that any new governmental organization can immediately solve business, political and social problems bequeathed to it, and there must be patience if temporary difficulties arise in the process of readjust-

ment which in many ways may meet with opposition."

The following words from President Harding, while doubtless intended to have a broader application than merely to business conditions, are nevertheless well worth while bearing in mind when considering the present business situation:

"America is perfectly sound, confident and sure to come out right; and we need to make the whole people realize the importance of every individual's co-operation at this time for the full realization of our national destiny."

Initiative

Among the qualifications which an accountant needs to possess if he is to be really helpful to clients, initiative is a most important one. The Standard Dictionary defines initiative as "ability to originate or start." Public accountancy calls for just this ability. Its desirability was well brought out in the following memorandum written by one of the partners to the senior accountant in charge of an important engagement consisting of both audit and system work:

"With all the definite instructions that come to you from this office and from Mr. H—, I hope that you will be able also to find original ways and means of your own in which you can help the client. It would certainly add very much to the value of our service in the eyes of the client if you could come forward with unexpected suggestions for effecting economies or improvements."

A Visit to the Devastated Regions

A number of reports have reached the editor of the enjoyment afforded our readers by Col. Montgomery's humorous account of his trip abroad last Summer. This month's instalment of

his journey is written in an entirely different vein: It depicts by both word and picture the terrible scars left on France's soil by the devastating hand of war.

In years to come Col. Montgomery's account of his visit to the devastated region of Northern France will, we feel sure, prove of absorbing interest to younger members of the staff who delve into a file of old numbers of the L. R. B. & M. JOURNAL, and will recall stirring times to those who lived through the Great War and particularly to those who were "over there" while the war was on.

Clients Century Club

The interesting and infinite variety of the tasks which fall to the lot of the accountant is indicated by the different kinds of undertakings which form the subject of his examinations. The series of articles, dealing with businesses eligible for membership in a clients century club, has thus far dealt with a department store, a clock manufacturing company and a bank. This month's article gives an account of the Harrisburg Bridge over the Susquehanna River which has a corporate history going back to 1816.

Next month we expect to give a historical account of the Sterling mine, probably the oldest iron mine in the United States, and one which had an important part to play in the Revolutionary War. Even in those early days industry had a part to play in the successful prosecution of a war.

Budget Control

(Continued from page 8)

plan of action, nothing more. It is elastic and can be changed from time to time as new conditions arise. It is an attempt to plan the business for the next period with due regard to the needs and possibilities of each department, and of the business as a whole.

OFFICE NEWS

BOSTON

Mr. A. L. Billings has recently left the firm's employ to accept a position offered by one of our clients.

Recent additions to the Boston staff are Mr. H. A. Libbey and Mr. Carl E. Place.

We find that the spring programme of Dan Cupid has been, shall we say, expedited by recent assignments made by this office. Mr. Albert E. Hunter left on April 15th on an engagement for a client which took him to the Pacific Coast. The preceding evening he committed matrimony with Miss Marian Ferris and so anticipated what was intended to be a perfectly good June wedding.

Mr. S. J. Rogers leaves the staff at the end of the month to assume a position offered by one of our clients, which will take him to Portland, Maine. With callous disregard of the firm's interests, he has induced Miss Lucy Hough to accompany him. The wedding is to take place on April 5th.

Mr. Donald P. Perry is the third of our rapidly thinning band of bachelors, who has decided to trot in double harness from now on. The date of his marriage is not yet revealed for publication but we think that it will be within the month.

Mr. Sweet spoke on March 22nd on accounting topics to the Amos Tuck School of Business Administration at Dartmouth. This shows the extreme to which business interests will lead an otherwise loyal Brown graduate.

On February 10th Mr. Sweet spoke before the Boston Credit Men's Association on Federal Taxes in Relation to Business.

We understand that Mrs. Keller is going to take Mr. Keller abroad for a prophylactic trip to Europe. They hope to sail on March 28th, but that date depends largely upon the number of fleas per immigrant that they find on the Patria. It is their intention to visit Naples, Rome, a few of the hill towns, Florence, Venice, the lakes, southern France, Paris (much Paris!), the battlefront and Brussels. What is left of Mr. Keller hopes to arrive home about June 1st. We hope this trip will so invigorate the depleted present Mr. Keller that he will be able to enjoy his summer vacation after his return.

The time reports of members of the Boston staff are due to be in the hands of the time-keeper not later than 11 o'clock on the day following the date of the reports. During the month of January, 1921 the following had perfect records in turning in time reports on time: Mr. Potter, Mr. Adams, Mr. Chandler, and Mrs. King.

Editorial Note: Mr. Bacas addresses to certain members of the New York staff the Scriptural injunction: "Go thou and do likewise!"

COMMENDATIONS

The following are extracts from letters from clients:

"You may be interested to know that your report was a subject of favorable comment among the members of the corporaation."

"I acknowledge receipt of the report of Society for the year ended December 11, 1920. The matter has been very well handled by your Mr. Fletcher and I am satisfied with the report and pleased with the services rendered."

Boston has had a tea-party—a real one this time—and Boston will wager, moreover, that it is the first one ever held by any office of the firm. This was not primarily for mere business. Miss Fisher and Miss Hough (the bride-elect) poured, and the Exchange Club, where the tea was held—the first in its long career—had everything from paper-thin sandwiches to bon-bons. Only Mr. Keller and Mr. Sweet of the male portion of the staff were there and Mrs. Keller came in a little tardy, to participate in the good time. Aside from the fact that the percentage of pulchritude was very high, the most noticeable feature was the extraordinarily attractive line of bonnets. Even the dull, masculine eye was struck thereby!

In order to make the outing a real Boston affair both Mr. Keller and Mr. Sweet had to talk, the former, jocosely and the latter, almost so. The underlying reason for this event was the desire to make the women of our organization feel that they are just as important in their field as the men are in theirs and thus cultivate a sense of responsibility, an interest in the work and a desire for co-operation.

We are going to have some more of them.

DETROIT

Buchanan, Scott & Taylor have opened up their home at the Temple Apartments, overlooking Cass Park. From all accounts they are undoubtedly succeeding, as they report for work on time every morning. Of course they inform us that they are not making their own beds, cooking their own meals, or washing their own clothes (all having been released from the Army), but we assure you that they are excellent hosts, and any member of the various offices doubting this statement is invited to test their ability in this respect. We understand this invitation is extended only to bachelor members, so there is

no excuse for their feeling lonesome when coming to, or passing through, Detroit.

The Detroit Office is growing rapidly and the following are welcomed to our Staff:

Mr. A. Lincoln Scott.

Mr. A. Robertson (C. P. A. Mich.)

Miss Sims.

Mr. Scott is a member of the American Society of Mechanical Engineers, and those members of the staff particularly interested in industrial engineering have no doubt read his articles on the subject in engineering journals.

Mr. Aughe's activities as a sportsman are not confined to rabbit shooting. He recently gave a glowing account describing the killing of six cats with one shot from a .45. We think it must have been six of the nine lives of the same cat; anyhow, we are convinced that Mr. Aughe is a great sportsman, and expect to hear of more fine shots when the golf season opens.

The Detroit Chapter of the National Association of Cost Accountants held a meeting on Thursday, February 24th, at which Mr. H. E. Mead, of our New York Office, delivered an interesting and instructive address on "Cost Accounting as an Aid to Industrial Management." At this meeting officers of the chapter were elected as follows: Chairman, Major William M. Butler; Vice-Chairman, E. Elmer Staub; Secretary and Treasurer, Conrad B. Taylor.

Mr. Robertson and Mr. Crane will, before this edition is in print, be on an engagement in Nova Scotia. We hope they have taken their snowshoes and winter outfits along, as, judging from our experience, they will certainly need them.

*Extra! — Col. Montgomery Invents
Longest Range Gun*

Col. Montgomery has outdistanced all gun engineers, he having effectively sent a shell from New York to Detroit, a distance of 693 miles.

In January (through page 6 of the gun, "L. R. B. & M. JOURNAL"), he exploded a shell under E. E. Staub of Detroit, brother of the Editor. The explosion sounded like "swear words." The affected party, however, insists that the shell was a "dud" not intended as the basis for an appeal to the League of Nations, and intended merely for the edification of the JOURNAL readers, rather than an "honest to goodness" statement.

NEW YORK

Mr. Lybrand, as President of the National Association of Cost Accountants, and Mr. Wallace, President of the Society of Industrial Engineers, presided at a very interesting public conference held on Thursday evening, February 10, under the joint auspices of the New York Chapters of the two organizations mentioned. An address by C. E. Knoeppel on "How to Return to Normal Quickly" was followed by a general discussion of the subject from the floor.

COMMENDATIONS

"We appreciate very much the good service which was rendered us in taking care of our audit and certified balance sheet so promptly."

"I want to take this opportunity to express to you our appreciation of the capable and efficient way in which Mr. Granlund, with his two assistants, Mr. Draper and Mr. Henion, covered this year's audit. I can assure you that nothing would please us better if, circumstances permitting, we could have the pleasure of having these

same gentlemen back again with us next year."

"I desire, likewise, to take the opportunity of complimenting you on the makeup of the report. It has given me certain information which I have always been desirous of obtaining. . . . Mr. Keeler, your auditor, did a mighty good job and through you I desire to thank him for the manner in which he went about his audit, getting the facts without much disturbance to the usual routine of the office."

Why the athletic Mr. Sinclair is persona grata in the offices of a certain client of international fame has been revealed by a recent article in the *New York Evening Post*, from which the following extract is taken:

EDISON DOESN'T LIKE

FAT MEN ON PAYROLL

Staff Keeps Thin at His Pace, Anyway, Says Vice-President Maxwell, but Thomas A. Thinks Lean Ones Are More Alert.

If you are a fat man your chances of landing a job at the Orange, N. J., plant of Thomas A. Edison are depressingly slim. Socially the great inventor has no prejudice against people of too solid flesh, but he doesn't fancy them as employees or business associates. Men with bay fronts and young women who take too much sugar with their coffee are scarce in the Edison offices and factories, as was observed by a visitor on Mr. Edison's seventy-fourth birthday anniversary last week.

Bischoff's idea of an ideal holiday: Working during the day on Washington's Birthday on a client's tax affairs and coming to the office for an evening's labor with Colonel Montgomery's corps of midnight oil-burners.

Stamp and Bauman are wearing the proverbial smile that won't come off. There's a reason—proud papas! It will be interesting to the old timers to hear that J. J. Newman, now comptroller of Loft, Inc., smiles for the same reason.

Recently a report was sent to us by our San Francisco correspondents via aerial postal service. It arrived on March 3rd, having been mailed on February 26th. Another letter mailed the day previous was also received on the 3rd, making it evident that the aerial route had saved one day's time in the trip across the continent.

Mr. Lybrand's duties as President of the National Association of Cost Accountants are keeping him "on the move." Last month's JOURNAL mentioned his January visit to Association chapters located in four of the Great Lakes cities. Last month he addressed the chapters in Philadelphia (February 18th), in Pittsburgh (February 23rd) and in Baltimore (February 24th). At all of the meetings much interest was displayed and it is evident that the Association has a field of great usefulness to those interested in industrial accounting.

Who Was the Victim?

First Senior: See that big man over there? That's G. K. Chesterton, the celebrated writer.

Second Senior: What's that he's got in his hand; a postage stamp?

First Senior: No! I got him to write a report for me, and that's what is left of it after a certain partner got through with it.

In the "wee sma' 'oors" of one morning not long previous to March 15th, some "wag" indited the following memorandum:

Have You Filed Your Income Tax Return?

IF NOT—

**SEE MR. HEACOCK
HE'S LOOKING
FOR WORK.**

Mr. Lybrand, accompanied by Mrs. Lybrand and her sister, Mrs. H. G. Cavanaugh, sailed for Europe on Saturday, March 12. They intend to be gone about three months and during that time will visit France, Spain and England. Colonel and Mrs. Montgomery and family, and friends were at the boat to wish them "bon voyage." It was a beautiful day and Mr. Lybrand's face was wreathed in smiles as he came out on deck with Mrs. Lybrand. Both Mr. and Mrs. Lybrand were the recipients of many useful presents, a token of the esteem in which they are held by a host of friends whose good wishes, for an enjoyable trip and a safe return, will follow them on their journey.

PHILADELPHIA

During the Federal Tax season just closed this office broke all previous records in the preparation of returns. Not only were more returns prepared, but the work moved forward with greater speed and regularity and on the eve of the filing date we completed the few returns remaining in good time.

To those interested in Federal Taxes, these are stirring times. Beginning with the Brewster Case in Connecticut which has moved with remarkable celerity to the Supreme Court, it has seemed that scarcely a week has passed without some important development. Revised Regulations 45 issued late in January, contained a number of changes; the Department has issued a regulation in regard to the credit for tax withheld on tax-free-covenant bonds, when sold between interest periods, which presumably settles this question at last. Within the past few days publication of the extracts from the Solicitor General's brief in the Goodrich case and the decision of the United States Court of Claims in the Phellis case have caused wide spread comment.

Should the Supreme Court sustain the District Court in the Brewster case, many questions apart from the main question of the gain on sale of capital assets will be also settled. One of these is the question of profits on exchanges in reorganizations in which this office has a distinct interest through our connection with a number of pending cases.

The decision in the Phellis case is an indication of the trend of opinion on this point and should the Brewster decision be adverse to the taxpayer, relief may be obtained in a Supreme Court decision on the reorganization question.

Mr. Joseph M. Pugh has just received from the Governor of Pennsylvania notice of his reappointment, for a period of three years, to the State Board to Examine Expert Accountants.

Mr. Roux, who has been a member of our staff since August, 1919, has been transferred to the New York office in order that he may be nearer his home.

The unreliability of newspaper reports is illustrated by the following special dispatch from Tampa, Fla., which appeared in the Philadelphia *Public Ledger* of February 20, 1921:

"Joseph M. Pugh and son, of Lansdowne, Pa., have just arrived at the Tampa Bay for the remainder of the season."

Doubtless Mr. Pugh wished the last six words were true, but sad to say they weren't.

PITTSBURGH

The biggest merger in the window glass industry since the formation of the American Window Glass Company, finally has been consummated and the Interstate Window Glass Company now is in control of 13 plants in Pennsylvania, West Virginia, Ohio and Oklahoma. The amalgamation of

the various plants into the new interstate company is one of the most important happenings in the window glass field in the past 10 years. The new company, which has its headquarters in Bradford, Pa., has three selling agencies established and it is probable that more will be appointed as business in the window glass field again is revived.

The Interstate Company with its 12 plants becomes the second largest individual producer of window glass in the United States and takes high rank among the window glass manufacturing concerns of the world. While a number of the plants in the combine are hand-operated at present, it is expected that all will have cylinder machines in use within a year or so. The merger results in great part from the patent infringements suits brought and won by the American Window Glass Company.

This office mentions, with the client's permission, that it is engaged in examining the accounts of the companies entering into the formation of the Interstate Window Glass Co.

The February meeting of the Pittsburgh Chapter of the National Association of Cost Accountants was held February 23rd, in the Auditorium of the Chamber of Commerce Building.

Mr. Lybrand addressed the meeting, discussing the responsibilities of the Cost Accountant and outlining briefly the activities of the National Association. He was cordially received and succeeded in communicating to all present his spirit of service and co-operation.

Due to a mix-up in arrangements, the meeting was held jointly with the Engineers' Society of Western Pennsylvania for whom a demonstration of various shop lighting systems had been arranged by the Electric League of Pittsburgh. By the use of light recording instruments, a representative

of the Electrical Manufacturers' Association contrasted an efficient, scientifically arranged lighting system with the inefficient haphazard arrangement widely in use. The demonstration proved very interesting from a Cost as well as from an Engineering standpoint.

Other addresses were made by Major J. Lee Nicholson and Mr. Charles R. Rauth, both directors of the National Association. Mr. Rauth is also chairman of the Convention Committee and outlined the tentative plans for the Convention to be held in Cleveland in September of this year.

Both the meeting and the dinner which preceded it were well attended.

Mr. Adam A. Ross came to Pittsburgh to attend the February meeting of the Cost Accountants' Association, making his second visit to the Smoky City this year.

The volume of work in Pittsburgh during the rush period this year greatly exceeded expectations, making it necessary to go to the New York and Philadelphia offices for assistance.

WASHINGTON

Mr. J. Marvin Haynes will shortly take charge of the Washington office, Mr. Hayes having resigned as of April 1st.

Mr. Haynes is a member of the Bar of the District of Columbia, and has, for almost two years past, been at the New York office working in close contact with Colonel Montgomery as the latter's special assistant. Mr. Haynes was for some time connected with the Federal Trade Commission, and since joining our organization has specialized on income and profits tax matters.

Colonel Montgomery has acknowledged in the preface to the 1920 and 1921 editions of "Income Tax Procedure" the helpful assistance of Mr. Haynes in connection with those books.

The New York office regrets that Mr. Haynes is moving, as his ability in his special field had become fully recognized and was very helpful in the handling of the many tax questions which come up in connection with the New York office practice.

The transfer to Washington, with its added responsibilities, is, however, a deserving recognition of Mr. Haynes' ability and faithful service.

A CALAMITY!

Some awful catastrophe has evidently taken place in Chicago and Seattle of which news has not yet penetrated to the outer world. Up to the time of going to press our correspondents at those offices had not been heard from and their niches in the Office News hall of fame must therefore remain unoccupied in this issue.

A TAX QUESTION

First Tax Man: "Here's a peculiar case. A New York partnership has both resident and non-resident partners. Occasionally the non-resident member makes trips to New York to attend conferences as to the policy of the concern in regard to prevailing business questions. At the conclusion of one of these meetings, held at a local business club, the out-of-town partner found that his overcoat had been stolen by some one. Question, Can he deduct the cost of the overcoat as an expense in arriving at his net income within New York State for tax purposes?"

Second Tax Man: "Why no, he can't take that off. The regulations clearly state 'a non-resident may deduct from gross income losses if arising from theft, but only if the income flowing therefrom would be included in the gross income of the non-resident, etc.'"

Third Tax Man: "But he did take it off. That's how he lost the overcoat."

Decision Withheld.

A "Confidential Communication"

DEAR EDITOR: In the February number of L. R. B. & M. JOURNAL appeared Mr. Lybrand's lecture "Opportunities in Public Accounting and the Accountant's Attitude toward Clients." The concluding sentence was "I would like to see it dealt with by some leading member of the staff from the staff viewpoint."

Now, before some "leading" member of the staff finds time to take up this matter, I am going to put in a few words.

As an ordinary (in the sense that John Bull calls his common stock ordinary stock) member of the staff, it affords me a lot of pleasure to express complete accord upon all points treated in the lecture. It is good to feel again the spirit of the pre-war days when a man would be ready for work by nine o'clock—or eight thirty in Philadelphia. One might forgive the lateness in the morning if the feverish desire to leave promptly at night were not so manifest. Perhaps the tendency is to follow Charles Lamb's slogan too faithfully; whenever he got to the office late in the morning he would leave early in the evening, "to make up for it."

Whether a course of conduct is right or wrong, the fact remains that there must be a guiding reason for all one's actions. I cannot help but recall, from the distant past, an expression used by Mr. T. Edward Ross, "give the client good measure."

What I want to work up to in this "piece" is that a man sent out by the firm has been entrusted with the firm's good name.

In my limited contact with people during over twenty years chase after elusive pounds and dollars, it has been borne in upon me that men will do their best work if they are conscious of a moral responsibility for others, first. This is illustrated best in the

case of a man who becomes a soldier; he has become a representative of the good name of his country.

That, in my opinion, is the point to emphasize. A man who is allowed to enter the service of the firm, and share in the dignity and respect accorded the firm by all who count for aught in the financial world should do what is right, primarily, because he is morally obliged to guard that good name. With such a viewpoint, the doing of those things which the client expects will be natural.

A saying of one member of the staff is: "I don't care what the client thinks of me as long as the firm's name is not made to suffer." The ideal situation is, of course, where a man can "bring home the bacon" as well as protect the good name of the firm.

The firm can be justly proud of its good name built upon the solid rock of character, and the members have been an inspiration to many men, some of whom have carried the inspiration to other fields of development.

It has been said that the beginnings of one of the largest brotherhoods in the world were in a small band of artisans engaged in the erection of a vast structure in Biblical days. It arose out of a desire to perpetuate the spirit of fellowship and the ideals of their craft. I am sure that more than one man has felt that the ideals behind the firm's policy should live and be perpetuated for the good of the future.

I fear that my attempt to "put across" the thought I have on this subject may not be as successful as it should be. However, if men will appreciate the responsibility reposed in them, they will not need to be admonished to work diligently or to be on time, the latter in spite of the alluring announcements of the "Subway Sun" which make one late. Far from

having to be admonished, the member of the staff would become so industrious that the Biblical injunction would have a new application; it will then be "Go to the (account)ant thou sluggard."

Further, I am confident that if a "leading" member of the staff had to write this he would suggest that the members of the staff read a few books besides accounting text books. While in an accountant's library, Colonel Montgomery's books should be, like Ben Adhem, "leading all the rest," one would like to feel that an occasional allusion to other good literature did not fall on deaf ears. About two months ago, the writer referred to that expression from "The Message to Garcia" "Mars at perihelion" and the other party said he did not remember that Greek general at that particular city. The other man was not a member of the staff. Some of the fellows think that "Silas Marner," favorite (obligatory) novel in school days, is the Alpha and Omega of literary attainments. A client will be discovered at times in a mood to refer to the less serious affairs of life, such as golf, Dickens, automobiling, fishing, etc. A "figure hound" is not always the most agreeable person in the world.

It is always assumed that a lecture is delivered for the benefit of the "other fellow." Of course (!) the seniors do not need to be told a number of things that are vital to the less experienced men. At the same time, the writer (an alleged senior with many imperfections on his heart), is of the opinion that seniors owe a lot to the firm.

It is a senior's duty to develop the men assisting him. Seniors are not immune from the influences that move other humans. An assistant can have his whole career warped if the senior displays indifference to minor things which may appear big to the assistant. As poor Richard said "For want of a nail the horse was lost, etc."

An earnest beginner will patter after the senior; it therefore behooves the senior to "watch his step."

In conclusion, it is a pleasure to state that, in the opinion of the writer, the raw material (juniors), work in process (semi-seniors) and finished product (seniors) on the staff are in the main basically sound and potentially desirable acquisitions to even such a firm as L. R. B. & M.

PRO BONO STAFFO.

THE ACCOUNTANT IN FICTION

We have long been accustomed, in reading books of fiction, to meet the adventurer, the clubman, the poet, the philosopher and the villain, but seldom do we find the accountant mentioned. (Perhaps it is because the accountant is not supposed to be even distantly related to fiction of any kind.)

The Saturday Evening Post has discovered the possibility of weaving business practices and events into interesting stories, and now in "Youth," one of Joseph Conrad's very good tales, he introduces an accountant as one of the members of his party.

"We were sitting round a mahogany table that reflected the bottle, the claret-glasses, and our faces as we leaned on our elbows. There was a director of companies, an accountant, a lawyer, Marlow and myself. The director had been a 'Conway' boy. The accountant had served four years at sea. The lawyer—a fine crusted Tory, High Churchman, the best of old fellows, the soul of honor—had been chief officer in the P. & O. service in the good old days when mail-boats were square-rigged at least on two masts, and used to come down the China Sea before a fair monsoon with stun'-sails set afloat and aloft."

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